

PROGRAM PLANNING, LEADERSHIP, AND DIRECTION

- Who performs these functions?
- Is there a single person that coordinates the brucellosis program? Who? If not, who does?
- Are there goals - one year, two year, five year, etc.?
- How is program planning done? Is there field input?
- Is State-Federal leadership together and dedicated to a purpose and direction for brucellosis eradication?
- If there are differences, what are they? How can they be resolved?
- Does the leadership meet regularly to "proact" or as needed to react to crises? How often? Are there minutes? How are actions communicated to the field?
- What are the attitudes of leadership regarding human resources (i.e., teamwork vs. military pyramid)?
- What factors are considered in program planning (i.e., personnel, funding, fee-basis participants, program elements, feedback, evaluation).
- From the standpoint of planning and direction, are all elements necessary for a successful comprehensive brucellosis program in place?
- Is politics a factor (significant) in the success or failure of the State/Federal brucellosis program? If so, what is the source? If the influence is negative, what is the solution?

STATE LAWS AND REGULATIONS

- Are there state laws and regulations covering all areas of the brucellosis program?
- Are they current or outdated? Explain!
- Are these laws and regulations adequate to eradicate brucellosis in the state in a timely fashion?
- Do state laws or regulations include all requirements of the UM&R?
- Is there a dealer licensing law? Does it contain record keeping requirements?
- Is it adequate to deal with all dealers?
- Are federal field personnel considered to be representatives of the State Department of Agriculture? Do they take action to enforce state laws and regulations pertaining to brucellosis?
- How many cases were filed under state laws and regulations pertaining to brucellosis in the past year? How many were convicted?
- Is the UM&R for brucellosis eradication used as the basis and guide for the eradication of brucellosis?
- Are quarantine laws adequate?
- Can dissident owners be required to test their cattle? Are they? How many cases have been settled in this manner during the past five (5) years?

PERSONNEL, EQUIPMENT, AND SUPPLIES

- Are personnel issues handled in an expeditious manner? Are there ongoing personnel issues that negatively impact the brucellosis program?
- Are personnel resources adequate for the job at hand? List Federal and State personnel that are obligated to the brucellosis program.
- Are equipment and supply resources adequate?
- What major supplies are furnished by the Federal side? State?
- Is field support of equipment and supplies adequate and timely?

COOPERATIVE AGREEMENTS

- Are there cooperative agreements in effect that relate to the brucellosis program and if so, how many?
- List them according to the specific area of the brucellosis program to which they apply and their identifying numbers.
- Are these agreements structured and completed in accordance with the CFR, and applicable APHIS and VS directives? If not, give specific details of each deficiency.
- Are work plans for each agreement realistic? If not, cite details.
- Are funds being expended for designated purposes in accordance with the cooperative agreement?
- Have cooperative agreement funds been used for purposes other than those designated in the agreement? If so, give details.
- Are contracts for services and goods issued on a competitive basis that provides the desired level of quality at the best price?
- Who monitors the cooperative agreement(s)?
- Does the monitoring procedures adequately insure that the provisions of the agreement are fulfilled? If not, explain.
- In analyzing the cooperative agreement, would a grant, contract, or memorandum of understanding better serve the situational needs? If so, why?

COMPLIANCE

- How many compliance personnel are there?
- How many compliance cases were filed in the past year?
- Are they quality cases that are complete on initial submission?
- Do federal and state compliance personnel work together on cases? Do they pass on information that falls in the other's jurisdiction?
- Are CFR 78 and 52 cases reviewed by both the AVIC and State Veterinarian before submission?
- Do state or federal investigators conduct in-house investigations on other state or federal personnel within the state?
- Do compliance activities compliment the brucellosis program?
- Is compliance support adequate for the timely eradication of brucellosis?
- Has there been any CFR 160, 161, and 162 cases filed? What was the nature of the violations?

PUBLIC INFORMATION

- Is there an organized public information program on brucellosis in the state?
- Do the State-Federal regulatory agencies participate in public information activities?
- Do the University Extension people get involved?
- Do local County Agricultural Extension Agents conduct any kind of brucellosis public information effort in their counties?
- Do VMO's or other regulatory personnel maintain regular contact with local county agents?
- Are VMO's members of local cattlemen or livestock groups?
- Do VMO's attend meetings of cattlemen or livestock groups?
- Are they ever called on to present programs on brucellosis? How often?
- What is the biggest need in this area?
- Do VMO's and other field personnel regularly distribute the Kerr Foundation material? Is it considered helpful?

INDUSTRY SUPPORT - STATE/FEDERAL COOPERATION AND MORALE

- Does the brucellosis program have broad industry support? If not, why?
- Where are the problems in this area and what are the underlying causes?
- Are there heavy political pressures that bear on activities in the brucellosis program? From what sector? Or individuals?
- What can be done to correct or relieve these pressures?
- What is the nature or level of State-Federal cooperation? Identify specific problems if they exist and corrective options.
- What is the level of morale in the field force? Office personnel? Counterpart cooperative program personnel?
- If there are morale problems, what are the causes? Be specific.
- List options for solutions to these problems.

CALFHOOD VACCINATION

- Is there a mandatory calfhood vaccination law?
- What are the age limits for CV?
- Is CV done at brucellosis program expense? What are the fees and other requirements?
- What percent of replacement heifers are calfhood vaccinated?
- Who is allowed to perform official calfhood vaccination?
- Are calfhood vaccinates generally reported properly as official vaccinates?
- Are controls to assure vaccine viability adequate?

WHOLE HERD VACCINATION (WHV)

- Do program officials at all levels accept whole herd vaccination as a viable eradication tool?
- Who recommends herds for WHV?
- Who all must approve herds for WHV?
- Are special agreements drawn up with owners of herds to be WHV'd?
- Who administers vaccine to WHV herds?
- What type of vaccine is used?
- What methods of identification are used for WHV cattle?
- What are the quarantine restrictions for WHV herds?
- Re calfhood vaccinates re-vaccinated as adults in WHV herd?
- What is the usual test schedule for WHV herds? Are they different from non-WHV herds?
- What is the average time from WHV to quarantine release?
- What serologic tests are used to classify titrated animals in WHV herds?
- Who all confers with owners of herds that are candidates for WHV?
- Who classifies titrated WHV animals?
- How much culturing from WHV reactors is done? How much Strain 19 is isolated?
- How often are viability counts performed on vaccine to be used for WHV?
- What dose is used for WHV?
- Are procedures in place to assure viability until actual administration of the vaccine?

LABORATORY

- Is there more than one State-Federal brucellosis laboratory?
- Give location of laboratory(ies)?
- What kind of personnel man the laboratory(ies)?
- Who supervises the laboratory?
- What tests are conducted for brucellosis?
- Who interprets test results and classifies titer animals?
- Is the card test conducted in the field by fee basis veterinarians, VMO's, AHT's? If so, is every sample confirmed in the laboratory?
- What antigens are used outside the laboratory and is a record of issue maintained? Is this compared to records of official tests conducted at any point?
- Is there evidence, or official concerns, that illicit screening of cattle is being done? If so, to what extent?
- Are there sufficient quality controls in the laboratory?
- Is bacteriological culturing for brucella being done? To what extent?
- Is laboratory personnel resources adequate in terms of numbers and technical ability?
- Who does the laboratory supervisor answer directly to?
- Does the epidemiologist have any technical input into the laboratory operation?
- Are the laboratory technicians check tested regularly? At what intervals?
- Are brucellosis tests done in a timely manner?
- How are field personnel notified when there are reactors?
- Is the laboratory oriented toward providing rapid quality service to the field?
- Are all market test samples confirmed in the laboratory? What is the quality of these samples? Do the results correlate closely?
- Are there notable quality controls and "fail-safe" procedures in the laboratory to avoid errors?
- Are there adequate worksheets to track tests of a serum through the laboratory retrospectively?
- How long does it take to obtain test results on routine affected herds? On WHV herds?

INFECTED HERD MANAGEMENT

- Has the VMO been to every known affected herd in his/her section? How often?
- Are herd plans developed for each affected herd?
- Are herd plans serious, well thought out, practical blueprints to eradicate brucellosis, or, are they written simply to satisfy an administrative requirement?
- Is the herd plan ever looked at after completion? Who gets copies?
- Are AHT's involved in testing cattle and working in affected herds?
- Are they included in developing the herd plan and do they have a copy?
- What are the intervals between herd tests in affected herds? Is the frequency adequate to eliminate brucellosis in the shortest possible time?
- What percentage of affected herds have gone over 180 days without a test? 120 days? 60 days?
- Are herds of origin of MCI reactors tested or quarantined within 30 days? What percentage of pending tests do not comply?
- What percentage of pending initial MCI tests are more than 180 days old? 120 days? 60 days?
- Are reactors removed promptly and within time intervals required by CFR 51?
- How many owners have been denied indemnity within the past year for failure to comply with the time requirement of CFR 51?
- What class cattle are tested on an MCI follow-up test? BRT follow-up?
- Do owners have both quarantined and non-quarantined herds? If so, what sort of controls are used to assure proper handling of cattle from different herds?
- How are exposed negative cattle released from affected herds? Who does it?
- Are VMO's diligent about listing adjacent and contact herds? Are they quarantined until tested?
- Are adjacent and contact herds ever re-tested if negative on the initial herd test?
- How are heifers from affected herds handled in commerce? If they remain on the farm?
- Is spaying used extensively? Is it a practical alternative in the movement of heifers from affected herds?
- Is there evidence of epidemiological intraherd management of brucellosis, rather than just simply being a test and slaughter effort?

- Do VMO's have a free hand in managing their herds? If so, do they exercise this freedom in a positive, practical manner?
- What percentage of adjacent, community, contact, and epidemiologically traced pending herds are over 180 days old? 120 days? 60 days?
- How many adjacent, community, and contact herds are tested per new infected herd?
- How many subordinates does the VMO supervise?
- What percentage of herds released from quarantine disclose additional reactors on the post quarantine release test?
- Does the herd owner have the phone numbers of all regulatory personnel involved in the management of the herd?

PROGRAM RECORDS

- Where are program records located?
- Are program records computerized?
- Do both state and federal personnel have access to the records?
- Is BRRS utilized in this state?
- If records are computerized, is it total or is both manual and computer systems used?
- Are original documents filed in a manner that makes them accessible for a number of years?
- Are report products from program records adequate to assist VMO's in managing their sections? AVIC and State Veterinarian?
- Is there sufficient personnel in program records to process records in a rapid efficient manner?
- Is the pending herd test list and the quarantined herd list current?
- Who completes the VS 4-1 for state status? Who completes the monthly Brucellosis Activities Report?
- Do VMO's deal directly with the program records section in matters pertaining to herds in their sections?
- Is there a program records supervisor? If so, is he/she proficient in computer technology?

DEPOPULATIONS

- How many herds were depopulated in the past year? How many affected herds were there?
- What is the procedure for depopulation approval?
- What is the criteria for depopulation?
- What are the indemnity rates for depopulation?
- How many current infected herds are eligible for depopulation, but have not been depopulated? Why?
- Is the concept of depopulation understood and accepted by the field force?
- Are depopulations complete, as opposed to partial?
- How long do depopulated premises remain vacant before being allowed to restock?
- Are depopulation agreements formalized and adequate?
- Are time requirements of CFR 51 for tagging, branding, and slaughter of depopulated animals adhered to?
- What is the policy for depopulation when an owner has more than one herd and all are not affected?
- Does the regulatory leadership consider depopulation a viable eradication tool?
- Are indemnity funds adequate for depopulation needs?

EPIDEMIOLOGY

- How many epidemiologists work in the brucellosis program?
- Are more needed?
- Is the epidemiologist(s) state or federal employee?
- Does the epidemiologist answer to both the AVIC and the State Veterinarian?
- Does the epidemiologist have the freedom to deal directly with the field force in technical matters pertaining to brucellosis and the eradication program?
- Is he/she adequately trained and/or experienced to do the job?
- Does he/she have complete freedom in classifying titered animals?
- Is he/she ever subject to influential political pressure in the classification of titered animals?
- Does he/she review each epidemiology report from the field? If so, what latitude is there for action?
- Does he/she review herds for quarantine release before they are approved for release?
- Does he/she review each MCI traceback that is returned without a herd test?
- Does the epidemiologist work directly with the VMO's in the field?
- If so, is there a good working relationship with the VMO's?
- Does the epidemiologist review herd plans? If so, what latitude is there are action in dealing with discrepancies and inadequacies?
- Is the epidemiologist involved in training? What type and to what extent?
- What is his/her relationship to the laboratory? Is he/she the technical supervisor?
- What is the relationship and proximity of the epidemiologist to program records? Does he/she have input into records management and data retrieval methods and procedures?
- Does he/she periodically monitor and evaluate various sub-elements of the brucellosis program with appropriate reporting to both the AVIC and State Veterinarian?
- Does he/she deal with problem herds? If so, how are they identified? Does he/she also deal with problem herd owners?
- Does the epidemiologist review all reports for accuracy and trends, with analytical summaries being conveyed to the AVIC and State Veterinarian?

MARKET CATTLE TESTING

- How many cattle markets are in the state?
- Is first point testing done at all markets?
- Who performs the testing of cattle at livestock markets?
- If done by practitioners, who pays for testing? What is the fee schedule?
- What classes of cattle are considered eligible for test at markets?
- Do fee-basis veterinarians have other duties in markets?
- Who tags and brands reactors and permits movement of restricted animals?
- What is the extent of regulatory presence in auction markets?
- Are all blood samples collected at markets forwarded to a central laboratory for confirmation?
- What tests are used in markets? Who actually does the tests?
- What are the reporting procedures of reactors found in markets?
- What happens to exposed animals that are consigned with an animal found to be card test positive at a market? Is it handled differently if the card positive animal is calfhood vaccinated? Is the CITE test used?
- Who is responsible for seeing that all eligible animals get tested?
- Who quarantines herds of origin of market reactors? When?
- Is hemolysis a big problem in market blood samples?
- What brucellosis antigens do the market veterinarians have custody of?
- Is there an effective accounting system in place to monitor use of antigen by veterinarians?
- What happens if a reactor is missed by the market veterinarian?
- What happens when a reactor is found to be over-condemned by the market veterinarian?
- Who is the administrator of the market testing program?
- Do VMO's have any relation or responsibility to markets in their sections? Do they deal with the market veterinarian in any capacity?
- How many market cattle reactors were disclosed in the past year?

- What percent of market reactors are card positive/rivanol, CF, or PCFIA negative?
- What percent of Rivanol, CF, or PCFIA negative herds yield reactors on follow-up test? Rivanol, CF, or PCFIA positive?
- Are cattle allowed to move through markets on days other than specified sales days? What are the requirements for brucellosis testing, if any, on these cattle?
- Are all eligible cattle in a market on sale day required to be tested for brucellosis?
- Are markets generally cooperative with the market testing program?
- Are herds with supplemental test positive market reactors tested more than one time? If so, at what time interval and what percentage yields reactors?
- Are fictitious names a problem in markets in identifying herds or origin?
- What percent of market reactors are traced to the true herds or origin?
- How does the field VMO get notification of a market reactor in his area? Are pre-printed charts sent from the program records section?
- Is computer data available to do test histories on reactors before information is forwarded to the field?
- Are herds of origin routinely tested or quarantined within 30 days of disclosure of the market reactor(s)?
- Are all test eligible cattle individually identified in accordance with current cooperative brucellosis program regulations and directives?
- Are all livestock markets having scheduled sales specifically approved in accordance with provisions of 9 CFR 78 and VS Memoranda 577.1 and 577.12?

SLAUGHTERHOUSE TESTING

- How many slaughterhouses in the state kill cattle?
- How many collect blood samples for brucellosis?
- Are cattle from first point testing markets re-tested? If not, how are they identified?
- Who collects blood samples?
- How are blood samples forwarded to the laboratory? Who completes the VS 4-54?
- What percent of market/slaughter reactors are disclosed at slaughter?
- What percent of the herds of origin yield reactors?
- What are the quarantine procedures for herds of origin of SH reactors?
- What percentage of slaughterhouse blood samples are untestable because of hemolysis?
- Is total manmade ID collected in all slaughterhouses? If so, what is done with it? Is it all recorded on the VS 4-54?
- Is negative slaughter data entered in the computer? If so, by whom?
- How is the VMO notified of a SH reactor that originates from his/her section?
- Is there a significant amount of "mixup" in slaughterhouse testing?
- Are card positive/rivanol CF, or PCFIA negative slaughter animals traced to herds of origin and the herds tested? If not, what happens to them?
- Who monitors the brucellosis testing program in each plant?
- Does the field VMO have any responsibility for the brucellosis SH surveillance program?
- Are cattle being "laundered" through some slaughterhouses so that herds of origin cannot be determined?
- How many MCI coordinators are there?
- Is this adequate for the job or is more needed?
- How often do MCI coordinators visit slaughterhouses?
- Are all slaughterhouses supplied backtags for identifying direct purchases? If not, how are they identified?
- Do any slaughterhouses maintain short-term feedyards or pastures close to the packing plant?

BRT

- How many collection rounds are done per year?
- Who does collections?
- What percentage of suspicious herds yield reactors on follow-up herd tests?
- What percentage of affected dairy herds are found by methods other than BRT surveillance?
- Are patron lists corrected every round?
- What preservatives are used?
- How many dairy herds in the state?
- How many are affected?
- What percent of affected herds found by BRT are reactors on the initial test.
- Are BRT suspicious herds tested within 30 days of the suspicious ring test?
- Who performs the BRT?
- Is known negative cream used in the performance of the BRT? If so, what is the source?
- Is the BRT conducted in accordance with currently approved procedures and protocols? If not, how and why?

AREA TESTING

- Has there been any area testing done in this state in the past five (5) years?
- If yes, what was the criteria for selecting areas for testing?
- Were all herds in the designated areas actually tested? If no, what classes of herds were excluded and for what reasons?
- Did the number or percentage of brucellosis herds found by area testing correlate to the criteria for area testing? What percentage of herds tested yielded reactors during the past 3 years?
- Was area testing justified in every area that was tested? If not, why?
- What were the underlying conditions that created the need for area testing? Have the underlying conditions been corrected?
- Currently, is there a need for area testing based on level and persistence of infection?
- If so, what additional people and resources would be necessary to accomplish such area testing?
- Would there be insurmountable local opposition to additional area testing of high prevalence counties?